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The President's Message

Report of Group Relations Meeting

Structure and Interrelations of SLA Groups
Ruth Savord

The Fountain Report—A Resume
Betty Joy Cole

Whither SLA?
A. A. Paradis

Use of Punched Cards for Indexing and Classifying Biochemical Literature
Stanley R. Ames and Wilma F. Kujawski

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THE PRESIDENT'S MESSAGE

ASSOCIATIONS, like most of life, are subject to cycles, and certainly SLA is no exception. Many of the needs we face now—a good public relations policy, an employment policy, a recruiting and training program, a publications policy—were discussed years ago, and solutions were suggested, but not consummated. Some of these were identical with those now offered—just proving they were ahead of their time. Today they must be faced anew if SLA is to go forward as a unified professional association. Just a few years ago the most significant undertaking was “selling special library service.” The story was told of the enterprising but unemployed librarian who selected 40 firms from Poor’s *Register of Directors* to whom he tried to sell a special library service and received offers of a job from a number of them. To be sure, special libraries had something to offer, but it was news that this young man was able to sell it! Today our Headquarters office, our local Chapters, as well as individuals, are deluged with requests for librarians, but few qualified people are available.

Just a few years ago only two or three library schools were aware of any need for providing special library training. Today 16 out of 38 accredited library schools offer formal courses in the field, while three are so aware of the need that some attention is given to it in their general course. Furthermore, there is an open-mindedness on the part of many to know more about special library needs and a willingness on the part of many of these schools to consider suggestions from employers of special librarians for specific courses. To meet this need a textbook is an essential “first”, and it is a pleasure to report that steps were taken at the latest Board Meeting to have such a textbook developed under the direction of our Professional Activities Committee.

Pending the recruiting and training of qualified personnel, we might well utilize the experience of some of our members as consultants to firms struggling with the problem of establishing libraries.

Just a few years ago the administrative work of the Association could be carried on by a few selected officers, all making this professional contribution without financial compensation. Today we have a paid Headquarters Staff of seven with two additional members authorized by the Executive Board. To carry on its work it was imperative that better working quarters be sought. This was the special concern of our two immediate past-presidents and it is a pleasure to report that as a result, our Headquarters office is now “at home” in a most attractive setting on the top floor of the Stechert-Hafner Building, 31 East 10th Street, New York.

Our Executive Secretary, with help from her loyal staff as well as from our landlords, was able to perform a truly Herculean feat in moving overnight to the new quarters, pictures of which accompany this article. As members we can take great pride in these new offices, and all are invited and urged to include a “visit to Headquarters” whenever they are in or near New York. Too few of our members have had the opportunity of realizing what must go on behind the scenes of a huge organization like ours, which is, in fact, a federation of many interests. Make a point of finding out at your earliest opportunity.

All this, as well as developments in other library associations both here and abroad, points to a new era for the Association. We are, as Miss Ruth Savord so aptly puts it, “at the crossroads.” The directions in which we shall go will be determined by you.

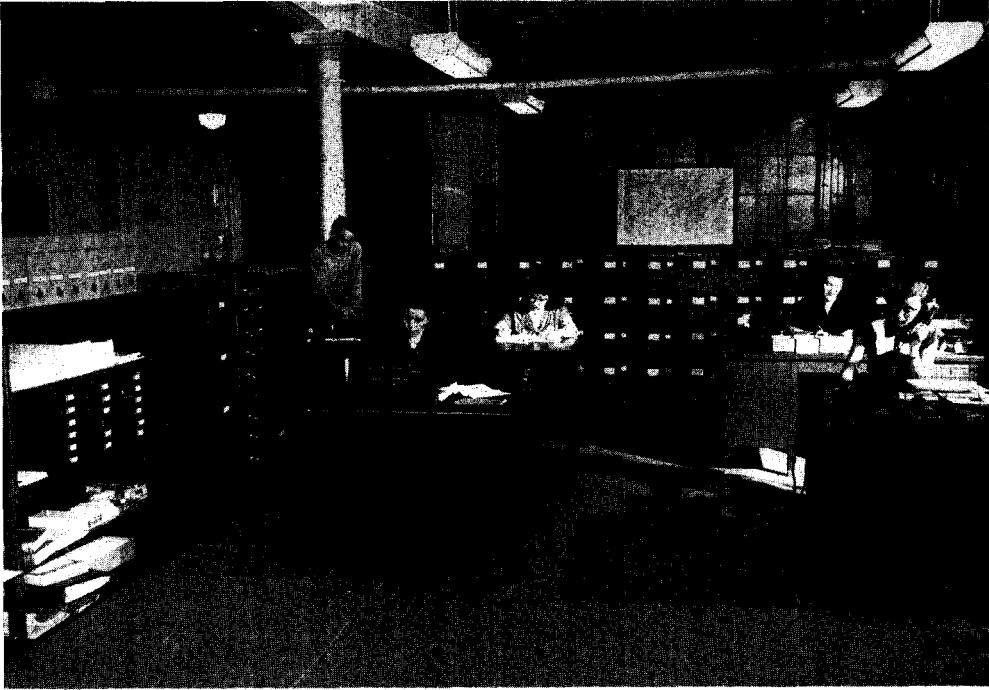
To this end there are included in this issue two most significant articles—Miss Ruth Savord’s paper on SLA



Secretary's Office with Table in Foreground for Committee and Conference Meetings.



Reception Room where Applicants fill out Employment Forms.



Workshop where Association's Detail Work is Conducted. The numerous files house Chapter, Group and Committee articles, as well as other SLA records.

Group organization and Mr. H. A. Fountain's report on the Headquarters Survey. May I urge you to read these carefully, prepare your comments and bring them yourselves or send them to your Group, Chapter or national Officers for consideration at the Fall Council Meet-

ing which is called for November 4-6 in Cleveland, Ohio, at the Hotel Cleveland. Be represented, and be vocal! And may this be a year rewarding in professional satisfactions for each and every one.

ROSE L. VORMELKER.

REPORT OF GROUP RELATIONS MEETING

THE Group Relations meeting held on June 9, 1948 during the SLA annual Convention in Washington, D. C. was presided over by the Group Liaison Officer, Miss Helen Rogers, who traced briefly the formation of Groups, which according to their present pattern, began in 1919. Many problems exist in the structure and process of the Groups. These must be worked out and mechanics of Group process established if the Groups are to achieve

their aims successfully in the Association. The revised *Group Manual* will be of great assistance, but is not sufficient in itself. Our 14 Groups are vastly dissimilar in organization and function, but have similar problems to face. One of the common problems of most vital importance is that of programing to meet the interests and to challenge the continuing activity of all Group members.

Kenneth Fagerhaugh discussed ways in which Groups can program and carry

on activities to meet the needs of their members. He spoke of defining the interest of Groups and of planning programs of general interest to all members. He mentioned various devices, such as section formation to meet highly specialized interests, diversified program planning to meet all interests, project selection to gain full membership participation, the giving of assistants as well as chief librarians a share in programs, the reading of minutes of previous meetings in order to remind members of what has happened, and the need for spending sufficient time on problems or projects. He discussed the need for Chapter and Group members to be aware of Association problems, and for individual Groups to adapt the successful techniques of other Groups. He cited a few projects which had been particularly useful to a large number of people over a period of time. He referred to meetings of new members which had been conducted very successfully at various times under the title of "Junior Confer-

ence Group."

Mr. Fagerhaug also discussed the difficulties of conducting Group programs when Group rolls consist of persons who are not only inactive in Group affairs, but are also so disinterested that less than one fourth actually subscribe to the subscription bulletins, as shown in at least three Groups' figures. Group members, he felt, should project their activities as nearly as possible across Group lines in order to eliminate as much as possible Group memberships. He concluded his talk by stressing that the Group's program must meet the needs of its members if the Group is to continue functioning successfully as a Group, and if it is to prevent development of disgruntled segments of membership making application to form new Groups.

Miss Ruth Savord, author of the thought-provoking article "Seen From the Sidelines", which appeared in the May-June issue of *SPECIAL LIBRARIES*, then presented the paper which follows:

STRUCTURE AND INTERRELATIONS OF SLA GROUPS

By RUTH SAVORD

Librarian, Council on Foreign Relations, New York, N. Y.

WE in SLA are at the crossroads and must put our best thought and effort into deciding which road we are going to take. We can follow the path of least resistance, which will mean that our Groups will continue to have a loose organization with a few interested members doing all or most of the work, and that we will carry on our rolls a lot of dead wood, with resulting dissatisfaction, criticism, inefficiency, little professional achievement and eventual disintegration into more and more Groups.

The other path requires that we face the problem squarely here and now—not as an isolated issue but as one phase of Association policy. To do that, each member must make it his business to study, consider and understand Association, Group and Chapter structure and the interrelation of the three so that membership in the *Association*, as contrasted with membership in a *Group* or *Chapter*, can be given real significance. Only through realization of such significance can we then appreciate the meaning and importance of the smaller

grouping. It is only through such unity that we, as an important branch of the library profession, can hope to play our rightful part in advancing our own branch and, thereby, the profession as a whole.

All too often we, as individuals, have a tendency to think that *our* job is the most demanding, that *our* interest in a particular Group or Chapter or project is all-important, thereby failing to see the overall picture of special librarianship which we present to the world.

The Association with its Groups and Chapters is—and can only be—the sum total of its individual members—their interests and their achievements. We can double our numbers and yet be only half as efficient. Growth in numbers only means more complex membership relations and Association administration. Every member added means additional cost of administration. Unless that member is going to contribute to the good of the Association and of the profession, he is no asset.

Miss Rogers has outlined the somewhat Topsy-like development of our Groups while Mr. Fagerhaugh has given an able presentation of what the Groups can mean to the individual and methods of reaching the individual. I would like to inject one comment on that subject. It seems to me that Group-individual relations must be a two-way process. Why shouldn't an interested member seek out the Group and offer his co-operation instead of just sitting back and waiting for the Group to seek him out? One should remember that it is more blessed to give than to receive. We each get value from Association affiliation in direct ratio to our own contribution. If we sit back and fold our hands and think "let someone else do the work," we are apt to end up as nothing but a name on a list—giving and getting exactly nothing. Incidentally, these people often are the ones who are first to criticize what's being done, how it's being done and by whom. So offer

your services, take *your* share of responsibility and see what a vital part of your life the Association can become. Think what 5,000 *working* members could accomplish.

As I said earlier, I think we are at the crossroads, and before we choose the path we are going to take, we must first take stock of where we are.

Many members have claimed that, to them, Groups are all-important. Whenever, I hear this comment, I am impelled to question "What Group?" If a member is enrolled in two or three Groups as so many are, can all of them be of equal importance? Again, when the statement comes from a member in one of our larger Chapters where local Groups are active, I often find that these members are scarcely conscious of national Groups. The existence of such provincialism must be laid at the doors of the Chapter administration which should be constantly on the alert to educate and to inform Chapter members on national problems and to instill a national viewpoint, since this is the first and sometimes the only contact of members with national activities. In any case, these local Groups are a Chapter problem and not within the scope of our discussion except in so far as they can be utilized in the promotion of understanding of national problems and for developing leadership for national Groups. But to go back to the statement that Groups are all-important, I heartily disagree with such an attitude because, as I have tried to explain, I think no activity can be really significant unless membership in the Association as a whole is significant. Groups are important only in so far as they help members and, thereby, the Association.

GROUP DUPLICATION

At present our Groups overlap in their interest. In some cases, they represent duplication of effort and of membership, thus causing unwieldy bodies that cannot possibly be admin-

istered efficiently by volunteer workers.

Our Groups were never clearly defined because, in the beginning, they were simply the coming together of people of like interests. One Group under weak leadership and without any very definite plans or projects before it, died or became inactive. On the other hand, one with aggressive leadership, working on a vital project, suddenly became very strong, grew and prospered. As new members joined and brought in libraries in fields not heretofore represented by Groups, new Groups were set up in accordance with the Constitution. As a small, closely-knit organization, this rather informal and unplanned process served. In an organization of the size to which we have grown, we must look at the whole field, and then subdivide into Groups which represent the fields within which our specialists can function with mutual satisfaction.

We now have 14 Groups, at least six of which are form Groups, while the others are subject Groups. Interest from both points of view is one of the factors which accounts for the desire of members to belong to more than one Group, thus putting such heavy burdens on volunteer Group officers. As I see it, our first problem, then, is: Shall our Groups represent subject interest or shall they represent functional interest? We must decide whether the administrators and workers in a library devoted to art, business, finance, aviation, medicine, international relations have sufficient problems in common to justify the organization of groups in those subject fields. If not, what is the alternative?

Serving as I do in an association library, I feel that I have more problems connected with the clientele I serve than with material in the field. I also am of the opinion that librarians of banks have more in common with librarians of other banks than they do with librarians in business corporations, even though these latter are dealing with financial material. I am sure that mu-

seum librarians, whether they are handling art material, historical material or material in the natural sciences, have more in common with each other than with those in the art, history or natural sciences departments of a university.

FORM GROUPS VS. SUBJECT GROUPS

My solution is to change to form Groups for the whole Association. The membership might then fall into groupings something like this: Association, Bank, Corporation, Departmental (including Public & University), Governmental, Institutional, Museum, Newspaper and Publishing, and Service Organizations. Wherever necessary, these would be further divided into Sections according to subject interest. To many, this will sound extremely drastic and I have no doubt that it will meet with considerable opposition. May I say, however, that I have given it a great deal of thought and I ask for the same amount of thought and consideration from you before you condemn it wholeheartedly. I say we have to face the problem, so let's face it in a spirit of fairness and open-mindedness.

One fact that led me to the conclusion that *form* and not *subject* division is our answer is that, if we abolish form Groups entirely, many of our members will be left without any affiliation. Newspaper, Publishing, Museum, and Hospital are not subject Groups. Members of the Hospital Group might fit into either Biological Sciences or Science-Technology, but libraries in the Newspaper and Publishing Groups are not confined to any subject. Insurance and Advertising, I am sure, consider themselves subject Groups—but are they? My experience with advertising libraries is that material on advertising is the least of one's trouble, and I have been told that that is also true of insurance libraries. Where, then, are their subject problems? Libraries in the University and College Group—which, incidentally, is a misnomer for any Group in so far as special libraries are con-

cerned—have problems arising from their departmental status which are not unlike those of public library departmental problems. Both could fit into subject Groups, as could Museum libraries.

I also think these form Groups would mean more in their connotations to the outside world and, in fact, to our employers. Corporations would understand a designation of a Corporation Group and might well feel that their librarian could get assistance from other corporation librarians when they might not understand what assistance they could obtain from another financial or scientific librarian. In other words, we would be talking the language of our employers.

The form Groups which I have suggested are the ones that, to me, seem to fit our present membership, but please understand that there is nothing final about them—they are only *my* suggested break-down. The point to be discussed is—what policy should we adopt—form or subject? Whether we like it or not, the time has come when we must decide.

If we decide, after due consideration, that the form division is not acceptable, then the next step is to attempt a tightening up of the present subject set-up, combining those most closely allied into a single Group with Section subdivision. For instance, we now have changed our former Public Business Librarians Group to the Business Group. Since so large a part of our membership falls into the category of Business, just where are we to draw the line? Certainly, Advertising, Finance, Insurance, Transportation all logically come under Business. Then why shouldn't these be Sections under a Business Group, each gaining strength from the other? One suggestion for such a consolidation has been made. It is this:

BUSINESS GROUP

Advertising	} Sections
Business Economics	
Finance	
Insurance	
Transportation	

GEOGRAPHY & MAP GROUP

MUSEUM GROUP

Art Museums	} Sections
Science Museums	
Historical Societies	

PRINTING & PUBLISHING GROUP

Newspaper	} Sections
Periodicals and Books	

SCIENCE-TECHNOLOGY GROUP

Biological Sciences	} Sections
Chemistry	
Hospital or Medical	
Petroleum	
Pharmaceutical	

SOCIAL SCIENCES GROUP

Social Services	} Sections
Political Science	
Economic Theory	

This would give us six large Groups and would cut down form Groups to two. Arrangements for convention meetings would be greatly simplified; overall interests could be centered in the large Group with specific interests in the Sections. Available funds divided among six Groups would allow enough for some apportionment to Sections.

Need for decision is becoming more and more acute because of the growing tendencies toward the formation of more and more new Groups. Our Constitution allows the Executive Board to authorize the formation of new Groups on petition of 10 or more members. The catch is that the portion of the article which says "*Groups* relating to definite interests" seems to have been interpreted very broadly, or maybe it has been interpreted very narrowly, depending on how you define "definite." It all goes back to the *indefiniteness* of our Group structure. Most of the new Groups which have been formed lately are so nearly allied to already existing Groups that they add to the confusion of overlapping interests, take strength from the original Group and themselves prove weak. Moreover, a petition of 10 members out of a membership of 5,000 is too small a representation. In revising the Constitution, I hope that this will be changed, and I would also recommend that prospective Groups should

be put on a trial basis of at least one year to give them a chance to prove their worth and to give the Association a chance to judge their necessity.

GROUP ORGANIZATION

Having agreed on either form or subject Group structure and on stricter provisions for new Groups, we must then ask each Group to set up a more stable organization: first, to define in more or less specific terms the limits of its field, to draft a simple Constitution and By-Laws, to provide for continuity of administration in that Constitution, and to take responsibility for the maintenance of creditable standards of professional leadership and professional work—creditable to themselves and to the Association. In other words, Groups cannot work in a vacuum but must be, at all times, aware that any work they do, any publications they issue or sponsor, any meeting or exhibit conducted by them reflects on their standing, on the standing of the Association and on the standing of the profession. Such controls would aim to prevent dissipation of effort and to ensure a closely-knit grouping within Association structure.

Having reorganized Group set-ups and provided for more continuity and responsibility, have we solved the problem of large memberships in individual Groups? I think not, and I doubt if we ever will until we change the Constitution in regard to Group privileges and membership standards. Although I included this suggestion in some detail in my previous article,¹ I feel it is important enough to repeat here. In fact, I feel that it is basic to everything else.

The number of library associations seems to be ever on the increase and, therefore, there is a professional home for practically every librarian no matter what phase of the profession claims his interest. I object to our encroaching on other associations. It weakens us as well as the association to which these

people rightly belong. It weakens us because, in most cases, these members are not free to take an active part because of their other interests and in many cases, are not qualified to do so. Inevitably, they become names on a list or on several lists.

My suggestion is that we differentiate by means of classes of membership between those who are actively engaged in special libraries and those working in other types of libraries who are interested secondarily, or perhaps only casually, in Special Libraries Association; and further, that we differentiate within these classes as to Group privileges. We not only have the right to do this but it is a necessity if we are to maintain adequate professional standards. Although decision on such changes rests with the Executive Board and the membership at large and does not come within the province of this discussion, Groups might well consider their implications and report their reactions to the Executive Board as a basis for decision. I feel that these changes would represent a real step forward.

GROUP FINANCING

In every field of endeavor financial considerations inevitably place limitations on plans and programs. Groups have been clamoring for larger allotments. Why? For what is the money to be used?

Let us suppose a Group in the coming year is not involved in any large project but is more or less concerned with keeping the Group informed between Conventions, possibly discussing or planning a project for next year. What is needed—postage for communications, possibly some mimeographing or some similar administrative expense? What great hardship is involved in sending to the Finance Committee an estimate of how much will be needed? Then, let us suppose that in another Group, a project is under way. This Group then sends in an estimate for ad-

¹ SPECIAL LIBRARIES, May-June 1948, p.152.

ministration expense plus an estimate on expense of the project. Is not this sound business practice?

Somewhere, somehow, there has grown up an accepted allotment of 15¢ per Group member which is, to say the least, an evasion of the Constitution. It stands to reason that a Group which has more than 1,500 members will need more for administration expense than a Group of 150 members.

I have yet to hear of any Group involved in a project of national import being refused funds. The trouble is that, when we speak of projects, we sometimes lose sight of the fact that a "project" is usually understood to be an undertaking which has a foreseeable end — therefore, a continuing, current publication cannot be considered as a project. The Advertising Group's *What's New* is such an undertaking, primarily of interest to Advertising Group members and a large outside clientele. If it is of value to that clientele, they and not the Association should subsidize it. This is also true of *Insurance Book Reviews*. We cannot subsidize one without subsidizing the other.

Group Bulletins, likewise, should be on a subscription basis. If they are not worth paying for, they probably are not worth the effort that goes into preparing them. The experience of the Financial Group is a case in point. Their Bulletin is one of the best that is issued. It contains in almost every issue articles which would interest the entire membership. Yet, out of a membership of 479 in the Group, there were exactly 99 members who wanted the Bulletin enough to pay for it. Might not the interested members who devote so much time and effort to compiling this Bulletin be better occupied in working on a project that would interest more people? This is a question not a criticism.

I do not have any figures on the subscriptions in other Groups which make a charge for their Bulletins, but these facts and the further fact that just 90

out of a membership of almost 5,000 cared enough for an extra Group affiliation to pay an additional 50¢ for it seem to me to point to a lack of interest in Group activities rather than to any need for increased funds.

I feel that this matter of Group financing is a bug-a-boo which has somehow arisen to bedevil us all and which has been gaining momentum through over-repetition with little thought and less fact to support it. In other words, has not most of the argument and complaint on Group financing arisen through a somewhat false pride in Group activity rather than from a consideration of accomplishment as a result of financing. If we are going to make the best use of available funds so that they may bring the most benefit to the most members, we have no choice but to continue our present system of appropriation based on estimated costs of specific projects. Under a system of automatic allotments, all Groups, regardless of activity, would be granted the same percentage and these funds would either be dissipated in unimportant activities or would lay dormant in the treasury of one Group, when they might have been allotted to another Group working on a vital project.

However, no matter how much agreement or disagreement there may be on these points, I feel that this phase of the problem cannot be solved until we reorganize our Group structure according to whatever plan is agreed upon, limit our membership in Groups to active special librarians and determine the scope and aim of each Group. In making a decision on financing, we must remember to look at the whole financial picture of the Association, to consider the demands made on it and then the relative value of Group financing to the whole structure.

GROUP COOPERATION

The problems of inter-group relations are not clearly so complicated nor so controversial. They are largely a matter

of cooperation, of keeping informed and of remembering that each Group cannot be a law unto itself, but must be one link in a chain which binds us all together.

The most vital factor in these relationships is our Group Liaison Officer and Group Relations Chairman, who serves as a clearing house of Group activities and in an advisory capacity. But here again, cooperation must be a two-way process. If you have read the excellent *Group Manual* prepared by this Committee, you found almost three pages devoted to the duties of the Group Liaison Officer and the Group Relations Committee. However, there is scarcely one of these duties that can be carried out unless Group Officers provide information on proposed Group projects and on Group problems, send reports and bulletins, and in every way, keep both the Group Liaison Officer and the Group Relations Committee informed.

If each Group does its share in this way, then the Group Liaison Officer and the Committee can advise, and inform all Groups of what others are doing and can bring to the attention of the Executive Board problems that need its attention. With our present overlapping of interests, this interchange of information about other Groups is all-important if we are to avoid duplication of effort. All projects that are being considered should be cleared through the Group Liaison Officer who is thereby able to advise in the light of his knowledge of activities proposed in other Groups.

There is room for more active cooperation between Groups on vital objectives. During the war, we made such a concerted effort in our survey of what we could contribute to the national defense. Surely there are other needs of the profession to which all Groups could devote their efforts, i.e., recruiting and standards and methods, which are problems common to the profession, yet which differ among Groups.

If we are not to become narrow and isolated in our viewpoints, we must know each other, understand each other's problems. Joint meetings at Conventions are helpful for this purpose, and, certainly, with the exception of business meetings, Group meetings should be open to all. Group chairmen or their representatives should feel a responsibility to attend Advisory Council meetings and should pass on to their members through Group Bulletins or Chairman's letter, information gathered there.

In 1940, we had a Committee to report on Group structure and activities; in 1943, Miss Cole circularized a great many individuals as to their membership in Groups—especially in more than one Group—and the former Committee of Five, now the Committee on Organization and Procedure is devoting its best efforts to a study of the problem. So far none of these efforts have been fruitful. I feel that it would be in order for every Group member to devote all thought and effort in the coming year to discussing these problems. We cannot change our Constitution this year and we must not upset current procedure in a hasty manner. However, as the above-mentioned surveys indicate, the problem has been with us for a long time and we have done nothing to solve it. Thorough consideration by *all* members and much careful study of membership interests and desires must precede any decision. A year devoted to this discussion in a spirit of open-mindedness and thought for the good of the Association and the profession would be a year well-spent.

These are the policy decisions which must be made:

1. Shall we differentiate in our classes of membership between those actively engaged in special libraries and those with a secondary interest?
2. If we do, shall we likewise limit Group privileges?
3. Shall we reorganize our Groups on a form basis or on a more closely-knit subject basis?

4. What provisions shall be made for the organization of new Groups?
5. How shall we finance our Groups without hampering our other activities?

DISCUSSION

The discussion among attending members revolved around such points as: difficulties in learning the specialties of members on Group lists; SLA responsibility toward librarians whose main interest is covered by another library organization; the need for defining Group membership as a *privilege*, to be taken only by those persons vitally interested in a Group and willing to work with it. The general discussion indicated that subject Groups are more satisfactory than form groups. Over and over again the questions of secondary affiliations represented on Group membership rolls, and public librarian members who remain relatively inactive were brought up. It was stressed that special librarianship is all things to all people, and that we must define its

philosophy in the Association before we go further into Group definitions.

The meeting was broken by insertion of a brief discussion by Robert Christ, Public Relations Chairman, on the relative values of publicity on an Association level as against a Group level. General concurrence seemed to be that public relations should be at the Association rather than the Group level.

There was some general criticism in the lack of time in Convention for diversified Group meetings. Paul Gay stated that he felt we were allowing the Association to broaden too much, and that some Groups were not willing to face this problem. Graded membership was suggested. Miss Savord mentioned the fallacy of 5400 names on the membership rolls with 1100 unpaid members. Working or active members were discussed in relation to non-working or inactive members. One suggestion which was acclaimed by all present, was that Conventions be made better working conferences in which library business was discussed and there were fewer speeches from outsiders.

THE FOUNTAIN REPORT — A RESUME¹

AT the SLA Board meeting of June 13, 1947, the Committee on Organizational Structures and Policies (appointed the Committee of Five in 1946) recommended that there be made a "survey of office procedure at Headquarters plus a review of the present job analysis for employees." This was to serve as a "basis for Association" and as a "guide . . . in determining salaries, salary increases, sick leave, vacation policies, etc." This study was to be carried out, if possible, by a professional consultant. In other words, this study was to analyze the service to members, to try to streamline some of the routines in the office, and to avoid duplication of effort.

As a result of Board action, Mr. H. A. Fountain, Management Controls Consultant, was requested to undertake this survey and to report his findings, together with such recommendations as he believed would be beneficial, to the Association. Mr. Fountain spent consid-

erable time and effort on this study. In order to understand the purposes of SLA, its scheme of organization, its policies, and other problems, Mr. Fountain reviewed the Constitution, By-laws and Minutes of meetings for the past several years. To gain background information, Mr. Fountain talked with a number of former presidents, board members, Chapter officers, group Chairmen and members of the Association, as well as with Mrs. Stebbins, the Executive Secretary.

In the introduction to his report, Mr. Fountain reviews the growth of SLA, the increased demands upon Headquarters, the classes of membership and numbers in each class with potential Group affiliations, and some of the Secretary's responsibilities.

The first part of his report deals with personnel policies of professional associations in New York City and shows that SLA's salary scale is in line with them and that other policies regarding vacations, holidays, etc. fall within average practices.

¹ Copies of the complete report may be borrowed from SLA Headquarters.

The next two sections, dealing with Headquarters Office, and Organic Changes, contain his findings, conclusions and recommendations with respect to policies at Headquarters and the basic structure of SLA. These are presented without comment. They are for you to study without bias, to discuss with your fellow-members and to express your opinion on to the Board.

HEADQUARTERS OFFICE

Policies

The major policies which impose tasks on Headquarters Office are those which prescribe the membership classes, the Chapter and Group affiliations, the elections procedure, the records to be kept, such as those which provide for employment or placement services and business management of publication and those which require, or should require, secretarial and other staff assistance to standing committees.

Many of the policies should be re-examined and re-stated to lay a more direct course for achievement of the Association's objects. The objects themselves as stated should be re-examined and re-stated, because the purpose of the Association in action transcends its objects in writing. With this in mind, the following policy recommendations are made:

Recommendation 1

Reduce the number of classes of members.

Recommendation 2

Eliminate the automatic provision for multiple Group Affiliations and raise the fee for optional additional affiliations.

Favorable action on these recommendations will reduce the membership record keeping, billing, collecting, book-keeping, mailing, reporting and other work at headquarters and in the field. (See Recommendations 24 and 25 in this connection.)

Recommendation 3

Change the provision requiring the Nominating Committee to nominate two candidates to provisions under which the Committee shall nominate a slate of one candidate for each office with members making additional nominations from the floor.

Favorable action on this will increase the importance of the Nominating Committee's work, safeguard the rights of the majority, and make it possible to change the election procedure.

Recommendation 4

Change the elections procedure to eliminate the ballot.

Favorable action on this will free the staff of the ballot work which is considerable even though it is required only once a year. (See Recommendation 27.)

Recommendation 5

Provide for direct representation of Chapters and Groups on the governing body of the Association and eliminate the Advisory Council.

Favorable action on this will eliminate duplication of effort and what may be termed "executive distraction" of the governing body and reduce the work in connection with keeping records of meetings. (See Recommendation 26 in this connection.)

Recommendation 6

a. Re-examine the provisions for Standing Committees. Distinguish between those whose functions demand continuous exercise and those whose functions are intermittent.

b. Eliminate, combine, create new committees as the circumstances demand. Provide for policy formation and promulgation at the Association level and execution at the Chapter and Group levels.

Favorable action on this should result in the provision for several new officers of the Association, one for each of the Committees or "Departments", as they might be called at this level and for several new officers of each Chapter and Group, one to each "Departmental" Committee. (See Recommendation 28.)

Recommendation 7

Provide for supplying Chapters and Groups with operating funds in accordance with their relative requirements and their performance against incentive standards as predetermined from time to time.

Favorable action on this should furnish an incentive which will do more than anything else to keep up the enthusiasm of members in all ranks.

Recommendation 8

Change the fiscal year to begin July 1, instead of January 1.

Favorable action on this will make the Fiscal year conform with the Association year, which is the natural period for association work and will eliminate the hiatus now existing for budgeting and accounting for the stewardship of officers.

Recommendation 9

Adopt "cycle" billing based on the anniversaries of admissions to membership and subscriptions to the publications.

Favorable action on this will increase income possibly by \$500 or more a year if membership and circulation growths continue at the rate of the last 5 years. It will also tend to reduce billing costs by spreading the work over the year.

Recommendation 10

Shorten the period for lapse of membership or subscription for non-payment of renewal dues or subscription price.

Favorable action on this will eliminate the expense now occasioned by continuing to send publications to delinquent members and subscribers for too many months after their renewals have become due.

Recommendation 11

Adopt a salary scale for the Secretary which is in line with the scale for comparable positions in associations in New York and provide a definite plan for its administration.

Favorable action on this should result in a scale the bottom of which is close to the top of a scale which should be adopted for capable first assistants to the Secretary. This should induce harmony and active cooperation.

Recommendation 12

Provide a definite term of office or means of termination of services of the Secretary.

Favorable action on this should promote peace of mind. In lieu of a definite term the Executive Board might resolve that the Secretary be subject to removal by a two-thirds vote of the whole Board.

Recommendation 13

Authorize the Secretary to join the Trade Association Executives in New York City, if she is eligible as an affiliate member, at \$10 a year.

Favorable action on this would enable the Secretary to have first hand

contact with authoritative sources of information on general association practices, organization and methods for headquarters administration.

Recommendation 14

Authorize the Secretary to administer staff salaries, working conditions and routine headquarters affairs within the budget provisions she shall have had approved.

Favorable action on this will broaden the Secretary's range of action within control of the President, the Executive Committee and the Board through budget approvals, and will eliminate the necessity for consideration of individual cases.

ORGANIZATION

The organization at Headquarters is small in members, but the number of transactions handled is large.

An organization should take form from consideration of the duties to be done, not from the persons who do them. The activities now include, in some degree, all of those to be included, if the recommendations made herein are adopted. Therefore it is possible to sketch a form of organization for Headquarters activities which will serve as a pattern for future development.

The form of organization is already partially shaped in that the Secretary recognizes and delegates responsibility for two kinds of activities: (1) those having to do with the business side of publications, excepting advertising, to an Assistant Editor and, (2) those having to do with membership, subscription and financial records, stock keeping and order filling to an Office Manager. Responsibility for all other activities the Secretary reserves to herself, although she delegates to whoever is available matters to be handled as they arise. These other activities, however, could be divided into sections on a basis of homogeneity. Three sections are suggested for immediate organization—one to help with programing and professional activities, a second in connection with membership and placement activities and information services, and a third to assist with meetings, member-

ship attendance and public relations.

[Mr. Fountain at this point gives an organization chart showing five possible Sections, each in charge of an Assistant Secretary. These Sections are: 1. Programs service; 2. Publication service; 3. Membership service; 4. Meetings service; 5. Finance and Accounts. The duties falling within each of these Sections are: 1. Program planning, Professional activities; 2. Advertising, Printing, Circulation; 3. Membership maintenance, Placement service, Information service; 4. Meeting arrangements, Membership attendance, Public relations; 5. Bookings, Billings, Accounting, Shipping, Inventories, Archives.]

It is to be borne in mind that this is primarily a scheme of organization for work to be done. As to personnel it applies to supervisors only and there are only three of them at the moment: the Secretary who doubles in brass as head of the Office and also as head of Sections 1, 3 and 4; the Assistant Editor as head of Section 2, and the Office Manager as head of Section 5.

Names for the Sections and titles for the Section Heads and the Secretary are matters worthy of thought. The section names and numbers applied above stem from the names and numbers proposed later for "Departmental Committees" and "Standing Committees" (See Recommendation 28). The titles Secretary and Assistant Secretary have been taken and adapted from the present Constitution and By-Laws.

All of this leads to the following recommendation:

Recommendation 15

That the Secretary draw up a plan of organization for Headquarters Office and secure approval of it by the governing authorities.

Favorable action on this will have given every one concerned a better picture of what is wanted and of the way to organize to supply those wants. It also will furnish a guide to the Secretary in selecting future employes as replacements or for new jobs. Knowing more specifically what is to be done and the kind of human characteristics best suited to the tasks, she can seek candidates possessing those characteristics to

greatest extent.

[Mr. Fountain has inserted here a list of staff employes giving their job classification and present (June 1948) salaries as compared with the "going" ranges for Association work in New York City. After a brief comment upon classification and salaries, Mr. Fountain continues with his recommendations.]

Favorable action on some of the recommendations which have been made will eliminate or reduce some of the work now being done. Regardless of what action may be taken, and without anticipating it, there is need for more help. This is the concern of the following recommendations:

Recommendation 16

That the Secretary employ a person who is qualified to act as Publications Assistant and who has potentialities for growth into a job such as the assistant Secretaryship-Publications, Section 2, as suggested, and as a possible successor to the Secretary.

Recommendation 17

That the Secretary block out an area of work similar to that suggested for Section 3 in connection with drawing up the plan of organization for the Headquarters Office per Recommendation 15, or beforehand, and delegate the responsibility for it to her present secretary with appropriate title similar to "Membership Assistant", pending action on the organization plan as a whole.

Recommendation 18

That the Secretary employ a Secretary-Stenographer to replace her present secretary, choosing, if possible, one with potentialities for growth into one of the other "Assistant Secretaryships".

Action on these recommendations will not require additional budget provisions except as may be necessary to meet salary rates over those provided for in the budget.

Recommendation 19

That the Secretary secure budget approval and employ a clerk to work with the book-keeper.

If all of these recommendations are acted on favorably then the staff will consist of nine persons: the Secretary, three Section Heads (leaving the duties of two of the five suggested still to be performed by the Secretary), a secretary-stenographer and four helpers.

Office Methods

No intensive study has been made of

the office methods of the Association. With one or two exceptions they appear, on casual inspection, to be orthodox and satisfactory.

The principal exception pertains to the five-part form for "application for Membership" which was introduced because (1) the Secretary wanted a way devised to cut down the work of sending records to the units, and (2) the Chapter Relations Committee (1947) suggested a new type of application. This new form appears to have several disadvantages.

The method of signalling for intercommunication and carrying on communications between the Secretary in her office and the employees at their desks in another room, has of necessity been by voice in the absence of buzzers, telephones and other facilities. This gives an impression of general confusion in greater measure than good working conditions require.

Hand methods are used for recording dictation, discussion, motions, etc., in the absence of dictating and recording machines.

Recommendation 20

That a single-part form for application for membership similar to the one formerly used be provided to replace the five part form.

Recommendation 21

That the Secretary establish first priority to cutting addressograph plates, running off cards of appropriate color, prompt mailing and other things necessary to secure the same speed in handling that the five-part form was intended to achieve and give full, readily usable information to Chapters and Groups.

Favorable action on these matters will eliminate what may be a hindrance to membership growth, secure necessary information and provide for accurate and speedy record keeping with less effort all the way round.

Recommendation 22

That the Secretary investigate methods for intercommunication with a view toward recommending such installation of buzzers, telephones and other facilities as may be warranted in the new quarters.

Recommendation 23

That the Secretary look into the possibility of using wire recorders or other devices, which should be readily portable, for recording the proceedings of meetings, obtain approval and acquire the equipment.

Favorable action on this promises to result in eliminating much of the drudgery of taking minutes, of shifting the work of transcription, and making it unnecessary to circulate draft copies for verification before final preparation, thus speeding up the process in all its respects.

[Mr. Fountain then states that he has not gone into budget procedure. He next mentions several items dealing with the physical aspects of the new space which Headquarters now occupies.]

ORGANIC CHANGES

Many of the recommendations which have been made are organic in nature. They would change the basic structure of the Association but in a fashion calculated to make management more thorough and achievement of objects more certain. The details and extent of the changes will be considered here.

Classes of Members

In Recommendation 1, it is proposed that the number of classes of members be reduced.

There are now seven classes of members. In one of the classes, *Honorary*, there is no member. There would be no hardship in eliminating this class. Two of the classes, *Sustaining* and *Institutional*, are not limited to individuals. If the belief is correct that the Association is a professional association and that a professional association is an association of individuals then these two classes should be eliminated. [A statement was included concerning the probable loss in dues and what might be done to lessen it.] The *Associate* and *Student* members might be combined into one class without serious hardship on anyone and probably with no loss of revenue. This leaves the *Life* and *Active* classes without change unless a way can be worked out to eliminate the *Life* class. Assuming that the *Life* class will

remain and that since the other members would be "term" members in contrast to "life" then the word "term" might be adopted to distinguish broadly between the classes. Assuming that the *Active* members are older and of more stature than the *Associates* and *Students* it would seem appropriate that the "term" members might be distinguished by the words "senior" and "junior". Therefore the following recommendation is made:

Recommendation 24

That there be three classes of members as follows:

- 1) Life
- 2) Senior Term
- 3) Junior Term

Group Affiliations

In Recommendation 2 it is proposed that the automatic provision for multiple Group affiliation be eliminated and that the fee for optional additional affiliations be raised.

Table II (omitted) shows that members entitled to more than one Group affiliation have availed themselves of no more than 65% of their privilege. It is the impression that many members affiliate with more than the Group of their prime interest only because the ride is free. Probably the small number of 50¢ affiliations indicates lack of interest beyond the prime Group. Group chairmen, so it is said, feel that the presence of names of members on their rolls, who really are not interested in the work of the Group, interferes with the work. In any event those who want only one affiliation should not be expected to subsidize those who want more than one. Therefore it is recommended:

Recommendation 25

That each of the three classes of membership be entitled to one Group Affiliation without additional dues and that additional optional affiliations may be made at one-half of the dues of the class except that present Life members, if they do not waive the privilege, shall be entitled to affiliate with two Groups instead of one.

Association Directors

In Recommendation 5, it is proposed to provide direct representation of

Chapter presidents and Group chairmen on the governing body and eliminate the Advisory Council.

There is a feeling among Chapter officers that the Chapters are not adequately represented on the Executive Board and at least until just recently, that the Advisory Council, on which each Chapter President sits, meets with the Executive Board not to advise so much as to hear what has been decided. Since the Advisory Council has mustered a very satisfactory attendance and it has been demonstrated that meetings of the size of the combined Council and Board can be conducted successfully, it is recommended:

Recommendation 26

That the Chapter presidents and Group chairmen shall, by virtue of their office, be Directors of the Association to represent their members directly and that the Advisory Council shall be eliminated.

Election of Officers

In Recommendations 3 and 4, it is proposed to change the nominating and elections procedure to eliminate the ballot and in Recommendation 26, it is proposed to make the Chapter presidents and Group chairmen the representatives of their members as Association Directors.

The latter recommendation would create a truly representative body competent to elect officers and compact enough to make election by ballot unnecessary. It is therefore recommended:

Recommendation 27

That the officers of the Association be elected by the Directors by voice vote or by a show of hands.

Departmental and Standing Committees

In Recommendation 6, it is proposed to re-examine the Standing Committees to provide suitable organization for policy making and dissemination at the Association level and supervision and control of recurring activities at the Chapter and Group level.

This contemplates one of the most important changes in structure. Certain functions must be carried on continuously to achieve the objects of the Asso-

ciation. In the first place there must be a program of what is to be done to make it worthwhile for the members to be members. If the Association is good for its members, it would be good for more members. Hence there should be an effort to obtain new members and retain the old. There must be projects on which the members may devote their talents for their own benefit and the benefit of others or meetings at which they may contribute or absorb ideas. There must be good attendance at the meetings so that the maximum number may benefit. The public must be kept informed of newsworthy and noteworthy accomplishments. The members must stand ready to advise and counsel those who seek to enter the profession, those who are in it but are not working, those who propose to install *special libraries* and those who wish to employ *special librarians*. It is recommended therefore:

Recommendation 28

That eight "Departments" at the Association level and their counterpart "Standing Committees" at the Chapter and Group levels with each one headed by a Vice-President be set up as follows:

- 1) Program
- 2) Publications
- 3) Membership
- 4) Meetings
- 5) Attendance
- 7) Public Relations
- 7) Professional Activities
- 8) Placement

[As an appendix to the report, Mr. Fountain gives a "basket" constitution which combines "Association, Chapter and Group Constitutions and By-Laws, and possibly some Procedure Manual data too." This is simply to give an idea of how one Constitution may be written to incorporate all phases of Association work.]

BETTY JOY COLE.

NOTE:

Some of the above recommendations have been made previous to this report, possibly in slightly different form or language. Examples of these are: Incentives for Chapters and Groups (No. 7); Enlargement of Executive Board (No. 5); Further revision of membership blank (No. 20); Change in the fiscal year voted upon favorably at the business meeting on June 11, 1948 (No. 8). During the past year a study was made of Committee organization and several changes were adopted or discussed at the Executive Board meeting on June 8 (No. 6 a). Policy formation for SLA activities has been under study for the past year, and Employment policies were considered on June 8, as well as policies suggested for the International Relations and Public Relations Committees. Certain changes in the Publications Committee's policy statement are under consideration (No. 6 b). The employment of an Assistant Secretary (No. 16) and a clerk (No. 19) for the Headquarters Office were approved on June 12 at the Executive Board meeting.

WHITHER SLA?

By A. A. PARADIS

Director, New York Chapter, Special Libraries Association

SOCIETY invariably suffers a moral decline following a major war. It appears that SLA, too, is in the throes of such a situation.

SLA grew and prospered when its members had but one inspiration: "What can I do to *help* SLA?" They

knew that as the organization flourished it would yield rich rewards to an altruistic and industrious membership. But today far too many of our members are apparently interested in SLA only for what they can get from it, in return for little or no effort on their part. Where

is a professional organization headed when its members take this attitude?

The Romans grew rich, dissolute and lazy; eventually they lost their empire. We too, have, in a certain sense, grown rich. With a Reserve Fund of over \$40,000 we are wealthy compared to our insolvent condition of ten years ago. But we gained this Reserve for a rainy day through hard work, careful planning and unselfish devotion to the cause. How long can we expect to stay in business when, in the midst of unparalleled business prosperity, we are spending in excess of our income? At this writing our budget is more than \$3,000 over-expended and it appears likely that we may not have enough cash on hand in our operating account to meet current obligations through the year without dipping into the Reserve Fund. If SLA cannot operate within its budget now, what will it do when the long-awaited depression comes?

When SLA had no bank account or Reserve Fund there was an enthusiastic desire on the part of the members of each Group and Committee to raise money to support projects and improve the overall condition of the Association. Today we hear nothing but pleas for additional funds. The Groups are under-financed; the Chapters need more income; this and that Committee is in need of support. In addition, our administrative and operating costs are rising. Many new expenditures are authorized, provided they can be charged to the other fellow's budget without regard to the effect on the master budget. Where is all this money coming from?

We raised our dues—a fairly painless method of increasing income, because for many of us the employer pays the bill. Assuming that some members will not renew memberships because of the increased dues, it is impossible to forecast accurately just how much increased revenue we may expect. Another important source of income has, in the past, come from the sale of publi-

cations. What has happened to the publications which used to contribute vital financial support and materially add to the professional standing and reputation of the Association? Can we afford to be so indifferent? Are we going to rely, henceforth, merely on an ever-increasing scale of dues to support the organization? Someday we may tax ourselves out of business.

One of the professional aims of SLA should be to improve the individual status of its members with respect to working conditions, holidays, sick leave, pay, old age benefits. Are we as an Association taking the lead in every possible way to set such an example at our own Headquarters' Office? True, we have made progress; the Retirement Plan is a feather in our cap, but our record is still imperfect. It is open to question whether the Executive Board, acting as employers on behalf of the members, is exercising the wisest and always the best personnel policy in the allocation of responsibility and the maintaining of honorable and dignified relations with our salaried staff.

We have heard much of SLA being a democratic organization. Actually, it is run by a handful of people originally picked by a nominating committee. The President is not even elected. The Executive Board holds closed sessions, yet full reports on its meetings, discussions and the manner in which its members voted are never made. How can a truly national organization function smoothly if the Chapter presidents, Group and Committee chairmen are not kept fully informed of what top management is doing?

What is the answer? Firstly, we must recognize that SLA is in grave danger of becoming financially insolvent if we do not live within our means. We cannot expect to hold or attract a competent staff if we do not run the affairs of the Association in a businesslike manner, thus promising a fair measure of security for those whom it employs. We

must maintain our excellent credit standing as an Association if we are to continue in business. And to help achieve a sound financial condition, each Chapter, Group and Committee must think constructively how it may best resolve its own financial problems before it applies for additional aid from the national treasury. It is painfully evident that librarians on the whole are not good planners, administrators or financiers—a fact which has been responsible for a large part of our current financing dilemma. The Executive Board, working hand in hand with the Finance Committee, should give this problem top priority for careful study.

Secondly, each member should give serious thought to the *Fountain Report*. It contains many excellent suggestions

for revitalizing the Association and for making it more democratic through a truer representation of the membership at large. Read the report, study it and see to it that it does not die in committee. Give the President your views in writing. She and the Executive Board cannot do the best possible job without hearing your opinions and ideas on important matters. Many of our members who criticize and complain are too lazy to express their opinion before a decision is made.

Thirdly, the Executive Board, as the top governing group of the Association, must lead the return to unselfish, intelligent and honest devotion to the job at hand. If it cannot prove capable of assuming such leadership, it is not worthy of its high trust and responsibility.

Use of Punched Cards for Indexing and Classifying Biochemical Literature¹

By STANLEY R. AMES AND WILMA F. KUJAWSKI

Laboratories of Distillation Products, Inc., Rochester, N. Y.

PUNCHED cards have been used for indexing and classifying selected bibliographies^{2,3} but, as yet, no classification scheme for general chemical literature has appeared in print. Recently we set up a punched-card index for reprints, abstracts and research reports dealing with biochemistry and related fields. This system has proved to be of great value in making specific information more readily available, and it has overcome many of the disadvantages to be found in the standard classification index. A summary of the classification scheme and punching

procedures adopted may assist others working on the problem of generalized punched-card classifications.

Several papers have appeared pertaining to the use of punched cards for bibliographies in limited fields. Messrs. Cox, Bailey and Casey² presented an outline used as a guide for coding references on writing inks. These same authors³ also have given an outline for indexing chemical and physical properties of lactic acid and its derivatives and in a recent paper they⁴ tabulated a direct index code for analytical chemistry. These authors have made substantial contributions to coding techniques and sorting procedures for punched cards, many of which were followed in setting up our index.

¹ Communication No. 120 from the Laboratories of Distillation Products, Inc., Rochester, N. Y.

² Cox, G. J., Bailey, C. F., and Casey, R. S. "Punch Cards for a Chemical Bibliography" *Chem. Eng. News*, Sept. 25, 1945, p.1623-26.

³ Casey, R. S., Bailey, C. F., and Cox, G. J. "Punch Card Techniques and Applications" *J. Chem. Ed.*, October 1946, p.495-99.

⁴ Cox, G. J., Casey, R. S., and Bailey, C. F. "Recent Developments in Keysort Cards" *J. Chem. Ed.*, February 1947, p.65-70.

The material which was indexed consisted mainly of reprints and abstracts of original articles and research and laboratory reports. Each punched-card of the type⁵ illustrated in Fig. 1 contained

the punched card, three along the left side) designated in order of use as A, B, C, D, U, T, and H. The first four fields consist of double rows of holes and the last three of single rows. Each

FIG. 1

CLASSIFICATION

35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62

HOVE, E. L. AND HARRIS, P. L.

VITAMIN E
PHYSIOLOGY

RELATIVE ACTIVITY OF THE TOCOPHEROLS IN
CURING MUSCULAR DYSTROPHY IN THE RABBIT.

J. NUTRITION, 33, 95 (1947)

COMMUNICATION NO. 101

SUMMARY C.A. 41, 2469F (1947)

THE RELATIVE ACTIVITIES OF NATURAL α -, β -, AND γ -TOCOPHEROLS IN THE CURE OF CREATINURIA ASSOCIATED WITH MUSCULAR DYSTROPHY IN RABBITS WAS FOUND TO BE 100, 30, AND 20, RESPECTIVELY. THE MINIMUM CURATIVE DOSE OF NATURAL (D) α -TOCOPHEROL WAS 1.1 MG PER KILO OF BODY WEIGHT PER DAY. FOR SYNTHETIC (DL) α -TOCOPHEROL THE MINIMUM CURATIVE DOSE WAS 1.4 MG. THE ANTI-DYSTROPHY POTENCY OF SYNTHETIC, DL- α -TOCOPHEROL WAS ABOUT 30% THAT OF THE NATURAL D FORM. D- α -TOCOPHEROL PHOSPHATE INJECTED INTRAMUSCULARLY INTO RABBITS BROUGHT ABOUT A SLOWER BUT LONGER-LASTING CURE. ITS POSSIBLE SIGNIFICANCE IS DISCUSSED. TOCOPHEROL-FREE CORN AND SOYBEAN OILS ARE AS EFFECTIVE AS COD-LIVER OIL IN ACCELERATING THE ONSET OF NUTRITIONAL MUSCULAR DYSTROPHY.

NUMERICAL INDEX

DIRECT INDEX

the following information: author, title, journal, date of publication, abstract in full, location in file if reprint or laboratory report, and the key subjects under which the card was classified. The stock card came punched for a classification index, numerical index, direct index, author index and year. The numerical index was discarded in favor of additional space for classification, and a secondary author index was substituted for the year. The scheme included four different types of indices: classified index, author index, secondary author index and direct index. A detailed discussion will be made of each in turn.

CLASSIFIED INDEX

The classified index consists of seven 7-4-2-1 fields (four fields at the top of

card appeared in the classified index under a single subject; in cases where several subjects were discussed they appeared under the subject of most importance to the indexer. The subjects, which covered the whole of biochemistry and related fields, were classified according to a scheme outlined in Fig. 2. The breakdown followed closely the accepted academic divisions of chemistry and biochemistry. The subject of vitamins, especially vitamins A and E, was one in which we had a great many cards. This field was subjected to an additional breakdown as indicated in Fig. 3. Our system is characterized by two modifications in the standard punching procedure. We frequently use both the shallow and the deep hole where the latter is used to indicate a single sub-group under a broader subject designated by the corresponding

⁵ Punched cards were obtained from the McBee Company, Athens, Ohio, where they are listed as a stock item.

FIG. 2

CLASSIFIED INDEX FOR BIOCHEMISTRY
AND RELATED FIELDS

<i>Punch</i>	<i>Subject</i>
A-1d*	Physical Chemistry
B-1	Kinetics
B-2	Tracer isotopes
B-4	Oxidation-reduction theory
A-2d	Medical, including animal experimentation
B-1	Therapeutics
B-2	Immunology
B-4	Pharmacology
B-7	Physiology
A-2-1	Inorganic and analytical
A-4	Organic Chemistry
B-1	Techniques
B-2	Synthetic organic
B-4	Organic analysis
B-7	Alkaloids
A-4-1	Biological and botanical
A-7	Biochemistry
B-1	Enzymology
B-1d	Hormones
B-2	Analytical biochemistry
B-2-1	Proteins
B-2-1d	Amino acids
B-4	Lipids
B-4d	Fatty acids
B-4-1	Microbiology
B-4-2	Inorganic biochemistry
B-7	Nutrition
B-7d	Vitamins
B-7-1	Carbohydrates

* "d" indicates a deep punch; all other punches are shallow.

shallow hole. An example of this is the method of handling the subject "vitamins" as a deep punch under the broader subject "nutrition" designated by a shallow punch. As a second modifica-

FIG. 3

INDEX FOR THE SUBCLASSIFICATION OF
THE VITAMINS

<i>Punch</i>	<i>Subject</i>
A-7 B-7d	Vitamins
C-1	Fat soluble vitamins (except for vitamins A and E)
C-1d	Vitamin D
C-2	Water soluble vitamins
C-2d	B-vitamins
C-4	Vitamin E
C-7	Vitamin A
D-1d	Occurrence
D-2d	Physiology
D-2-1	Chemistry
D-4d	Determination
D-4-1	Biological requirements
D-4-2	Isolation
D-7d	Therapeutic use

tion, we employ a single unique punch to characterize certain subjects of importance, for instance, B-7d indicating the subject, vitamins. For example, the cards relating to the physiology of vitamin E are coded in the following manner: A-7d (no. 7 hole punched deep in the A field), biochemistry; B-7d (deep punch of hole no. 7), vitamins; C-4, vitamin E; D-2d, physiology. In a similar fashion the code for the determination of Vitamin A would be A-7d, B-7d, C-7, D-4d.

To facilitate sorting of the cards they were divided into six categories of about equal numbers of cards and filed in separate drawers. Thus, any card could be found by sorting through only two fields with considerable saving of time. The six categories used for pre-sorting were vitamin E, vitamin A, fat soluble vitamins except for vitamins E and A, water-soluble vitamins, biochemistry except for vitamins, and subjects other than biochemistry. A particular card could be located in the file by "tumbler" sorting in the usual fashion to a stack of ten or twelve cards followed by manual sorting.

AUTHOR INDEXING

In setting up the author index we have followed very closely the suggestions given by Casey, Bailey and Cox⁸. They gave detailed directions for the use of an alphabetical index based on the O-I-E-C-B system. In their revised system which is indicated in Table I they have improved upon the original O-I-E-C-B system by treating *Mac* and *Sch* as separate letters and furthermore designating names before and after each of these two groups of three letters by an additional punch. They have further modified the original system in cases where the second or third letter of a name is *M* or *S*. In these cases it is possible to effect a further rough separation of names into three groups. The separation proposed is according to the initial letter of the author's first name. If this initial letter is *A* to *H* inclusive,

TABLE I
CODING FOR THE AUTHOR INDEX ON THE
O-I-E-C-B SYSTEM (AFTER CASEY,
BAILEY AND COX³)

Letter	Punch
A.....	No punch
B.....	B
C.....	C
D.....	CB
E.....	E
F.....	EB
G.....	EC
H.....	ECB
I.....	I
J.....	IB
K.....	IC
L.....	ICB
M (before Mac).....	IE
Mac, Mc.....	IEB
M (after Mc).....	IEC
N.....	IECB
O.....	O
P.....	OB
Qu.....	OC
R.....	OCB
S (before Sch).....	OE
Sch.....	OEB
S (after Sch).....	OEC
T.....	OECB
U.....	OI
V.....	OIB
W.....	OIC
X.....	OICB
Y.....	OIE
Z.....	OIEB

I-E is punched for M in second or third place and O-E is punched for S; if I to Q inclusive, I-E-B and O-E-B are punched; if R to Z then I-E-C and O-E-C are punched. We have found these suggestions to be a valuable addition to the original O-I-E-C-B system. In using this system, we have followed the convention of using the name of the first author on the paper as the author under whom the card will be indexed. In case of multiple authorship of a paper the figure + in the upper right hand corner of the card is punched. This is to facilitate the rapid location of all papers written by a single person. Papers in which an author's name appears first are located by needling the author index. Then the multiple authorship papers are separated and these are needed in the secondary author index

as described below. In sorting these cards, we have found that it is to advantage to sort for the letter which has the lowest frequency of occurrence. In addition, we have found it very advantageous to needle a hole from each O-I-E-C-B field before attempting to sort for a given combination completely. For example in Fig. 1, the code for the author, Hove, would be 1-ECB (first letter H), 2-O, 3-OIE. This would be found by needling 1-B, 2-O, 3-1 and then manually sorting the remaining cards. We have found that the probability of another author's name resulting from this type of operation is relatively low. Much time can be saved by this modification, and combinations not desired can be sorted manually more rapidly than the complete code can be needed.

SECONDARY AUTHOR INDEX

In some cases of multiple authorship, it is desirable to have a means of locating papers by an author other than the one whose name appears first. To provide for these cases a secondary author index was devised based on equal alphabetical intervals. (Table II) as tabulated by Cox, Casey and Bailey⁴. For instance in Fig. 1, the author Harris would have the code number 35. This index was punched in the U and T fields of the year index. These two fields were converted to a selector code by designating all single figures by a deep punch and utilizing the shallow hole to the right of the U field to indicate zero. This general modification may be used to adapt any double hole 7-4-2-1 field to a selector code.

DIRECT INDEX

The use of the direct index on the punched card introduces a valuable cross-reference feature in this system. As shown in Fig. 4 the subjects indexed on the direct index were primarily those which relate to several fields of interest. This is particularly true of the vitamin-interrelationships. In this way we are able to find a card which in the classifi-

TABLE II

EQUAL ALPHABETICAL INTERVALS FOR
THE SECONDARY AUTHOR INDEX
(AFTER COX, CASEY AND BAILEY⁴)

Code Number Interval	Code Number Interval
0 A-Alb	51 Lam-Lea
1 Alc-Andq	52 Leb-Leu
2 Andr-Asj	53 Lev-Lis
3 Ask-Baj	54 Lit-Lud
4 Bak-Bars	55 Lue-Mc (Mac)G
5 Bart-Beh	56 Mc(Mac) H-Malk
6 Bei-Bers	57 Mall-Mar
7 Bert-Blaj	58 Mas-Meh
8 Blak-Bonc	59 Mei-Mic
9 Bond-Bral	60 Mid-Mod
10 Bram-Brn	61 Moe-Mos
11 Bro-Bud	62 Mot-Nac
12 Bue-Cal	63 Nad-Neu
13 Cam-Cd	64 Nev-Nor
14 Ce-Chh	65 Nos-Olk
15 Chi-Coc	66 Oil-Pak
16 Cod-Coq	67 Pal-Pd
17 Cor-Cuq	68 Pe-Pg
18 Cur-Dax	69 Ph-Pok
19 Day-Deu	70 Pol-Prn
20 Dev-Don	71 Pro-Ram
21 Doo-Dum	72 Ran-Rek
22 Dun-Edv	73 Rel-Rio
23 Edw-Enf	74 Rip-Ror
24 Eng-Fak	75 Ros-Rul
25 Fal-Fim	76 Rum-Sam
26 Fin-Forl	77 San-Schd
27 Form-Frid	78 Sche-Schn
28 Frie-Garm	79 Scho-Scq
29 Garn-Gerl	80 Scr-Sheh
30 Germ-Glm	81 Shei-Sik
31 Glo-Grae	82 Sil-Smitg
32 Graf-Gror	83 Smith-Sol
33 Gros-Had	84 Som-Stao
34 Hae-Haq	85 Stap-Stn
35 Har-Hax	86 Sto-Suo
36 Hay-Heo	87 Sup-Tam
37 Hep-Hilk	88 Tan-Thh
38 Hill-Holl	89 Thi-Too
39 Holm-Hud	90 Top-Tv
40 Hue-Ige	91 Tw-Van C
41 Igf-Inc	92 Van D-Vis
42 Ind-Jad	93 Vit-Walk
43 Jae-Jom	94 Wall-Weif
44 Jon-Kao	95 Weig-Whitd
45 Kap-Kel	96 White-Wim
46 Kem-Kir	97 Win-Wrth
47 Kis-Koc	98 Wri-Y
48 Kod-Kos	99 Z-Zz
49 Kot-Kt	
50 Ku-Lai	

cation scheme would fall into any one of two or three different categories. We have used a unique punch for each subject in the direct index and have utilized

FIG. 4

EXAMPLES OF SUBJECTS CODED IN THE
DIRECT INDEX

Punch	Subject
1	Antioxidants
2	Physiology of vitamin E
2d	Muscle dystrophy
3	Enzymes
3d	Enzymatic inhibition
7	Vitamin interrelationships
7d	Vitamin E-vitamin A interrelationships

the shallow and deep holes in a method previously referred to so that the deep hole indicates a sub-group of a broader subject designated by the shallow hole. An example of this may be seen in Fig. 1, where the direct index is punched for Vitamin E physiology (2) and also for muscle dystrophy (2d). In addition to those subjects which do not readily fall into a classification scheme, we are utilizing certain of the direct index punches for subjects of current research interest, which enables us to refer readily to the literature on these subjects. The direct index is sorted for subjects in the usual way, the unique position of each subject in the direct index making it possible to indicate any number of secondary subjects which have been previously designated and coded.

SUPPLEMENTARY NEEDLES

In addition to the sorting needle or "tumbler", a number of supplementary needles were found to facilitate sorting. These consisted of ten-inch straight lengths of 0.092 inch diameter spring steel wire which had been sharpened to a blunt point on one end. A round metal button $\frac{1}{4}$ inch in diameter had been soldered to the end⁶. After the insertion of the sorting needle, the supplementary needles were inserted to complete the rest of the desired code. This was particularly useful in sorting for authors either primary or secondary. The entire code for a given item could then be punched and sorted in one operation

⁶ Appreciation is expressed to Mr. R. M. Biehler of these Laboratories for designing and making the supplementary needles.

resulting in a substantial saving of time. This same procedure can be performed by using a multiple-needle machine sorter⁷.

DISCUSSION

The usual method of indexing reprints, abstracts and research reports embracing several fields of chemistry is by the use of an index card for each item. If the subject matter on the card embraces several fields, "see" cards are necessary and if an author index is contemplated, separate cards for each author are required. As the number of such index cards in a file increases it becomes more and more difficult for the individual to remember the subtopics covered on a given index card. Eventually, the difficulties in locating specific material increase and the file may fall into disuse. A possible solution to the problem of locating information in the literature which accumulates in a research department lies in the use of a punched-card index system.

The many advantages of a punched-card file have been referred to in detail by previous investigators^{2,3,4,8}. Ready access is had to specific information by the use of fewer cards resulting in a saving of space. Instead of several cards for different purposes, one punched card contains a variety of data from which the desired information can be selected. The cards are usually filed in random order eliminating time-consuming refileing of index cards. Facilities are available with this system for unlimited expansion in any field without disrupting the continuity of the index system.

The feature of a punched-card file which represents an important advantage

over the common type of card index is the direct index. In bibliographical indexing of papers covering several fields of investigation the punched card offers means of cross-referencing a large number of items without the use of multiple cards. This valuable cross-reference feature is often important enough to justify converting a common index card file to a punched-card system.

The question is often raised as to the relative labor involved in setting up and maintaining a punched-card file compared with the common single-entry type. Considerable effort must be expended in setting up a classification system. It should be the result of a careful analysis of the type of information to be obtained from the file. Maintenance times for the two types of files are roughly comparable since the time expended in punching cards corresponds with the time expended in typing duplicate and "see" cards. More labor is involved in setting up a punched-card index than the common single-entry type, but thereafter about the same amount of work is expended in maintaining either file. The effort involved in setting up such a system is more than compensated for by the additional information which is made available.

SUMMARY

A general classification scheme is presented for indexing reprints, abstracts and research reports dealing with biochemistry and related fields. The scheme includes the use of a classified index, an author index, a secondary author index and a direct index. Punching procedures are given and a method is presented for converting a double hole 7-4-2-1 field to a selector system. The importance of a direct index is emphasized as introducing a valuable cross-reference feature into a generalized punched-card system.

⁷ This multiple-needle tumbling device is produced by the McBee Company.

⁸ Bailey, C. F., Casey, R. S., and Cox, G. J. "Punch Cards for Indexing Scientific Data" *Science*, August 23, 1946, p.181.



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EVENTS and PUBLICATIONS¹

STECHELT-HAFNER, INC. has just published a special issue of their *Book News* containing a list of titles of more than 400 German periodicals, mostly scientific, and indicating in each case the numbers of the last volume and issue published before the collapse of Germany. The list will be of great value to librarians, for it will enable them to check their holdings and to eliminate the work of claiming issues that were never published. Copies are available on request from Stechert-Hafner, Inc., 31 East 10th Street, New York 3, N. Y.

* * *

The initial volume of *Chymia*, an international annual devoted to the history of Chemistry, made its bow on April 15, 1948. This unique publication, the first of its kind, is

sponsored by the Edgar F. Smith Memorial Collection of the University of Pennsylvania, a collection which includes books, manuscripts, prints and other documents relative to the history of chemistry. *Chymia* will publish scholarly articles in the principle languages of Europe and America, i.e., English, French, German, Italian, Spanish and Portuguese. (Philadelphia 4, Pa., University of Pennsylvania Press, Volume I, 1948, \$3.50)

* * *

A leaflet listing *Census Bureau Publications on Governments* has been issued by the Bureau of the Census and is available from that agency upon request. This bulletin describes briefly each of the 18 reports on governmental finances and employment which the Census Bureau expects to issue in the fiscal year beginning July 1, 1948. It also lists other recent publications of the Bureau regarding State and local governments.

¹ Where it is possible the Editor has given prices for publications noted in this section. The omission of a price does not necessarily indicate that the publication is free.

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* * *

The April 1948 issue of the New York Public Library *Bulletin* contains on pages 170-182 a "Selected List of Books Relating to New York City", compiled by Cleveland Rodgers and Rebecca B. Rankin. This bibliography was compiled to aid citizens and students whose interest may be stimulated by Greater New York's Golden Anniversary which the City is now celebrating. The Bibliography on the History of New York City was preprinted from NEW YORK: THE WORLD'S CAPITAL CITY, by Cleveland Rodgers and Rebecca B. Rankin, published in June of this year by Harper and Brothers. (Price \$5) The book traces the more significant developments of Greater New York, linking the present with the past and showing its role in the creation and expansion of the nation.

* * *

The January, April and July 1948 issues of the *Bulletin* of the Medical Library Association contains articles of interest to all librarians. In the January issue will be found "What Does a Research Man Want of a Medical Library," by Fred A. Mettler; "Report on UNESCO Conference on Co-ordination of Medical Abstracting Services," by Eileen R. Cunningham; "Inter-library Loans from the Viewpoint of the Small Library," by Claire Hirschfeld; and "New Abstracting Tools in the Field of Medicine." The April issue presents a "Symposium on Medical Subject Headings" and "Certification; a Stage of Professionalism," and the July issue features "Other Science Libraries," by William S. Budington, "A Medical Department in a General Library," by Eleanor Fair, and "The Clinician and the Medical Library."

Announcements

Revised SLA Student Loan Fund Policy

There shall be a Student Loan Fund to be called the Special Libraries Association Student Loan Fund, to provide financial assistance to those members who wish to carry on professional study in librarianship or graduate work in a field of subject specialization. Appropriations to this Fund shall be made by the Executive Board, as funds permit, by the different Chapters and by donations, bequests and grants. A separate account shall be set up and maintained for this Fund. In order that the money may be readily available for loan it shall be deposited in a Savings Bank.

There shall be a Student Loan Fund Committee, consisting of five members, three of whom shall be appointed by the President with the approval of the Executive Board and two of whom shall be the Chairman of the Professional Activities Committee and the national Secretary as ex-officio members.

Applicants for assistance from the Fund must have been members of the Special Libraries Association for at least one year prior to the date of application and such applicants must maintain their membership throughout the duration of the loan. Applicants shall bear the endorsement of the local Chapter president unless the member be from a section without Chapter development. Preference shall be given to persons employed in a special library or persons with satisfactory experience in a special library who wish to further their education in librarianship or to carry on professional study in librarianship or to take a year's graduate work in a field of subject specialization. Such persons must show promise of accomplishment and be judged capable of making specific contributions to the library profession.

Applications shall be received by the Committee until three months before the beginning of an academic session, preferable by March 1, June 1 and November 1 (fixed by the dates of meetings of the Executive Board and Advisory Council.) Not later than one month before the beginning of an academic session the Committee shall report to the Executive Board upon the eligibility of all candidates and recommend the amount of loans to be granted. Unsuccessful applications in one year will not preclude consideration in another year.

The amount of the loan shall be determined by the Committee, and a single grant shall be based on current rates of tuition at schools of librarianship or graduate schools. If the total amount of the loan is repaid within a year of the date of the completion of the course, no

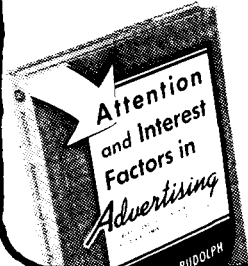
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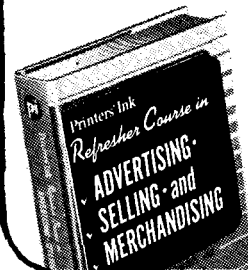
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interest will be charged. If payment is extended beyond a year, interest will be charged on the balance at the rate of three per cent per annum. This interest shall accrue to the account of the Student Loan Fund. Loans shall be secured by a promissory note signed by the applicant and two witnesses and collateral in the form of a life insurance policy shall be required.

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"Special Libraries Resources", Volume I Wanted

The first volume of *Special Library Resources* was given free to all Institutional members. This has resulted in a shortage of the volume at SLA Headquarters, so that orders calling for complete sets cannot be filled. If any Institutional member is not using his copy and would be willing to donate his volume to Headquarters office, the gift will be more than appreciated.

SLA Periodicals Out of Print

The following issues of SLA periodicals are out of print and badly needed at SLA headquarters: *SPECIAL LIBRARIES* for May-June 1948, and *TECHNICAL BOOK REVIEW INDEX* for January and February 1948. Members who have extra copies of these issues are urged to send them to SLA at 31 East 10th Street, New York 3, N. Y.

American Society for Metals Plans Round Table Discussion

The American Society for Metals is sponsoring a round table discussion on "Metallurgical Literature Classification and Punch Card Filing" in Philadelphia, Pa., Tuesday afternoon, October 26. This meeting will be held during the National Metal Congress.

If anyone is interested in attending this meeting, it is suggested he review the War Metallurgy Committee's "Scheme for Indexing Metallurgical Literature," copies of which may be borrowed from SLA Headquarters or from Miss F. M. Weitlauf, Librarian, Steel and Tube Division, Timken Roller Bearing Company, Canton, Ohio.

New York State Library Association Conference

The New York State Library Association will hold its fall Conference this year at Saranac Inn, Saranac, New York, September 30-October 4.

Mrs. Kathleen B. Stebbins, SLA Executive Secretary, will be one of the four speakers

on the program scheduled for Saturday evening, October 2, when the topic "New York State Library Service in the 1950's" will be under discussion. Mrs. Stebbins will speak on the topic "How Special Libraries Can Co-operate with College, Public and School Libraries".

Correction

Footnote 1, appearing on page 181 of the July-August 1948 issue of *SPECIAL LIBRARIES*, reading "SPECIAL LIBRARIES, October 1947, p.284" should be corrected to read "SPECIAL LIBRARIES, October 1937, p.283."

Obituary

Miss Florence Hatch

Miss Florence Hatch, Librarian of the Business Research Department, H. J. Heinz Company of Pittsburgh, died on August 2, 1948. Miss Hatch had been a member of SLA since 1943.

Mrs. Leslie French Morrison

Announcement of the recent death of Mrs. Leslie French Morrison, of the Connecticut State Library in Hartford, has been received with regret from the Connecticut Chapter. Mrs. Morrison was a charter member of both the Connecticut and the Boston Chapters. She was President of the Connecticut Chapter from 1936 to 1938, its Director from 1938 to 1940, and Secretary of the Boston Chapter from 1919 to 1921.

Miss Myra Rodriguez

Miss Myra Rodriguez, of the library staff of E. R. Squibb & Sons, died on August 3, 1948, after a long illness. She was a member of the Science-Technology Group of the New York Chapter and had been active in SLA since 1946.

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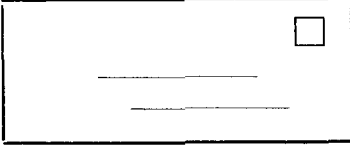
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